

	VIDEO/VISUALS	CONTENT/AUDIO	EXPERT COMMENTARY
		Narration (VO)	
		Creating and managing effective partnerships requires collaborative leadership and effective communication. This series provides six training modules. Each module addresses a specific aspect of partnership and is designed to help trainers present material in clear and useful ways.	
Introduction			
	<p>Fade into Bob Frein over plain background.</p> <p>Super Bob's title lower screen</p> <p>Robert Frein, Director Bureau of Subsidized Child Care Services, PA</p> <p>Weave in music; as fade, weave in audio of people talking</p> <p>Fade out fade up to people talking interacting</p>		<p>Bob Frein</p> <p>We're working on a lot of communication strategies.... ... We have a new strategy called ... PA's Promise for Children. We've just realized that we need to make messages very simple and very directAnd ... we need to shape messages differently to different audiences.</p>
	<p>Super title over video:</p> <p>Partnership Communication Strategies</p> <p>Bring audio of people talking under narration; fade out audio; video of people</p>		
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		Partnership and communication go hand in hand....	
	<p>Dissolve to pyramid slide; animate from lower level of cooperation, to next level of coordination, to final level of collaboration.</p> <p>Super: Reference: Sharon Lynn Kagan, with permission</p> <p>Fade graphic.</p>	Partnership communication strategies build on cooperation, coordination, and collaboration, each level requiring increased engagement.	
	<p>Super text over video:</p> <p>Objectives:</p> <p>After viewing this module, participants will be able to:</p> <ol style="list-style-type: none"> 1. recognize their own communication styles as well as those of others; 2. describe the key components of a communication plan for effective partnerships; and 3. implement problem-solving measures when conflicts arise within a partnership. 	<p>A well-functioning partnership or team is dependent on good communication skills and strategies.</p> <p>After viewing this module, participants will be able to:</p> <ul style="list-style-type: none"> • recognize their own communication styles as well as those of others; • describe the key components of a communication plan for effective partnerships; • implement problem-solving measures when conflicts arise within a partnership. 	
	<p>Cutaway to montage of people participating in a collaborative learning environment.</p> <p>Cutaway to: Partnership Communication Strategies document</p>	<p>This module is designed to help you prepare for your work with partners, to learn how to be more intentional in partnership communications.</p> <p>Throughout the module, we will suggest resources - PowerPoint slides, with notes offering suggestions for presentation, and activities and handouts - to use as you help</p>	

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	<p>Super over end of video clip:</p> <p>Activities and Handouts can be accessed in Support Materials below.</p>	<p>others learn about and appreciate effective communication in partnerships. Select resources that fit your style, your needs.</p>	
Communication Styles			
	<p>Open with Title: Communication Styles Super under title:</p> <p>Participants will be able to recognize their own communication styles as well as those of others.</p>	<p>Narration (VO)</p>	
	<p>Open with montage of folks interacting; freeze and super actual slide: Partnership Communication Strategies: Key Concepts</p>	<p>Individuals have varying preferences for communicating with others and for interpreting communication from others.</p> <p>To review different communication styles and how individuals relate to one another, begin by discussing <i>Key Concepts</i> of partnership communication strategies.</p>	
	<p>Super actual slide: pyramid</p>	<p>Using the slide <i>Communicating</i>, notice how communication is important to all levels of partnership, from basic cooperation to more involved collaboration.</p>	
	<p>Super actual slide: Communicating with Partners: Modes of Communication</p>	<p>The <i>Modes of Communication</i> slide can help partners appreciate their preferred communication style, such as reading, writing, listening, or speaking.</p> <p>Effective communicators are adept in understanding communication styles and in</p>	

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	(transition)	responding appropriately.	
	<p>Create appropriate visuals for each activity.</p> <p>Super:</p> <p>Suggestions for how to use each activity are provided on the accompanying handout or in the notes section of the appropriate slide.</p> <p>Preferred Mode of Communicating</p> <p>Telling our Stories</p> <p>Communication Styles Inventory</p> <p>Communication Styles Exercise</p>	<p>Try a few activities designed to help partners identify unique communication styles.</p> <p>Preferred Mode of Communicating is an activity that encourages partners to identify statements that best describe their communication preferences, such as listening, reading, speaking or writing.</p> <p>Telling our Stories has been reported to be a very powerful activity for some partners. Partners pair up, tell a story to one another and then return to the group to recount their partner's story. This exercise highlights effective listening.</p> <p>Communication Styles Inventory is a self-assessment tool, helping partners identify what kind of communicator they are: controller/director, supporter/relater, analyzer/thinker, promoter/socializer.</p> <p>Communication Styles Exercise presents different scenarios to partners in small groups, allowing them to identify and discuss different communication styles in action.</p>	
		<p>Learning about and being aware of individual partner communication styles helps the overall communication process, allowing partners to be more supportive, depersonalize issues, and focus time and energy on the success of the goals of the partnership.</p>	

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Communication Plan			
	<p>Open with Title: Communication Plan Super under title:</p> <p>Participants will be able to describe key components of a communication plan for effective partnerships.</p>	<p>Narration (VO)</p>	
	<p>Open with montage people in meeting writing on charts, developing a plan;</p> <p>Keeping Partners Informed: Plan to Communicate</p> <p>Super handout: The Communication Plan</p>	<p>Effective communication occurs when partners are deliberate in designing a communication plan that keeps partners informed and is responsive to the different kinds of people and agencies in the partnership.</p> <p>A formalized <i>Communication Plan</i> requires time and effort but helps partners involve appropriate decision makers at every level, create operating procedures and structures, and establish statements of commitment from all partners.</p>	
	<p>Super: Keeping Partners Informed: Communication Tools</p>	<p>Help partners identify what they need in a communication plan.</p> <p>Consider the following:</p> <p>Determine Premise - Help partners assess their capacity for collaboration and potential for success.</p> <p>Consider Promise – Remind partners that the promise of collaboration needs to remain clear regardless of influences and shifts over time.</p> <p>State Mission -- The partnership needs to state its mission in general terms about the</p>	

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		<p>benefit the collaboration will provide. This can sway over time but its essence will remain stable.</p> <p>Confirm Vision -- The partnership's vision helps partners set aside separate self-interests and apply power and influence to the larger purpose.</p> <p>Specify Results -- Both short and long term results should be concrete, attainable, and measurable.</p> <p>Clarify Roles – Each membership organization in the partnership structure. Roles need to be agreed upon and put into writing.</p> <p>Create Work Plan. This is the collaboration's plan of action and it includes responsibilities, accountabilities, budgets, completion dates, and the like.</p>	
	Super activity: Sweet Water, Transit, Allegheny Case Studies	To help partners explore key concepts of a communication plan, consider using the activity, <i>Sweet Water, Transit, Allegheny Case Studies</i> , to initiate discussion.	
Resolving Conflicts			
	<p>Open with Title: Resolving Conflicts</p> <p>Super under title:</p> <p>Participants will be able to implement problem-solving measures when conflicts arise within a partnership</p>	Narration (VO)	
	Open with montage; super slide: Resolving Conflicts Among	Even with the best of partnerships, conflict can happen. In some cases, conflict is	

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	Partners - Expect Conflict	even desirable. The key is to identify areas of disagreement and resolve them before they turn into problems.	
	Super activity: Recognizing and Dealing with Conflict	The activity, <i>Recognizing and Dealing with Conflict</i> , can be used to help partners identify typical sources of conflict, such as changes in body language, strong statements, increasing lack of respect, and then brainstorm different ways and ideas to resolve conflict.	
	Super slide: Resolving Conflicts Among Partners - Create a Conflict Resolution Process Super: Conflict Resolution Plan <ul style="list-style-type: none"> clarify the issues that need resolved; decide who will facilitate the process; define the conflict separate from concepts of right and wrong; make sure everyone has a chance to be heard; create rituals for healing and forgiveness; and document the conflict resolutions. 	Developing a plan to address conflict before it occurs could be strategic in resolving conflict when it does occur. <i>A Conflict Resolution Plan</i> that outlines the resolution process could include the following: <ul style="list-style-type: none"> clarify the issues that need resolved; decide who will facilitate the process; define the conflict separate from concepts of right and wrong; make sure everyone has a chance to be heard; create rituals for healing and forgiveness; and document the conflict resolutions. 	
	Resolving Conflicts Among Partners - Resolve the Irresolvable Super: Suggestions for Resolution: <ul style="list-style-type: none"> ask disagreeing parties to meet with facilitator 	Some partnerships may encounter a conflict that seems detrimental to the health of the partnership. <i>Suggestions for Resolution</i> include: <ul style="list-style-type: none"> ask disagreeing parties to meet with a neutral facilitator; create a working agreement 	

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	<ul style="list-style-type: none"> • create a working agreement; • ask for intervention; • choose to set aside factions • seek help from agencies and donors • consider working without or around disagreeing parties 	<p>between the parties, agree to disagree;</p> <ul style="list-style-type: none"> • ask people of influence for intervention; • seek help from funding agencies or donors who have a stake in the partnership's success; and • consider working without or around disagreeing parties. 	
	<p>Super slide: Resolving Conflicts Among Partners - When to use an Outside Facilitator</p> <p>Super: Outside Facilitator</p> <ul style="list-style-type: none"> • group leaders are involved • group is not skilled • members don't see conflict 	<p>Engaging the help of a skilled outside facilitator may be useful when the group leaders are directly involved in the conflict, when the group is not skilled in conflict resolution, or when all members don't see the conflict. A facilitator can also help to maintain impartiality or be the neutral mediator when cultural equity needs to be assured.</p>	
Closing			
		Narration (VO)	
	<p>Open w/slide of quote; super over video: <i>"How well we communicate is determined not by how well we say things – but how well we are understood."</i> Andy Grove, CEO Intel Corporation</p> <p>weave in VO.</p> <p>Super slide: Communicating Effectively with Partners - Review</p>	<p>The closing of a session can be one of the most important aspects of the session. It is an opportunity for reviewing key learning concepts, personal reflection, a discussion about changes needed, and an evaluation of the session time together.</p> <p>Begin by reviewing the session's key learning concepts and whether or not the session's objectives were adequately covered and achieved.</p>	
	<p>Super slide, Reflections</p> <p>Super activities: Personal Reflections</p>	<p>Activities and handouts are available to facilitate reflection and lessons learned; use them, depending on the dynamics of the group.</p>	

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	Personal Learning Plan	<p>The activity, <i>Personal Reflections</i>, asks partners to reflect on questions that are meaningful to them.</p> <p>The activity, <i>Personal Learning Plan</i>, asks partners to think about what they will do differently and how they will track progress.</p>	
	<p>POSSIBLE IMAGES: A person standing at white board or flip chart in front of group</p> <p>Close-up of person filling out form/paper</p> <p>Super over video: Session Evaluation</p>	<p>As an exercise in continuous quality improvement, engage the group in a wrap-up discussion of what worked and what to consider for future sessions.</p> <p>The handout, <i>Session Evaluation</i>, provides partners and session leaders with documentation of recommended changes for future training sessions.</p>	